

# **PROSPECTUS**

**SOLICITATION #: ACADbustour-03**

**UNDER WHICH A CONCESSION CONTRACT WILL BE OPEN FOR COMPETITION**

**FOR THE OPERATION OF**

**BUS TOUR SERVICES**

**WITHIN**

**ACADIA NATIONAL PARK**

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**PROSPECTUS ISSUED: November 13, 2003**

**OFFERS AND ANY MODIFICATIONS OF THEM MUST BE RECEIVED BY  
THE NATIONAL PARK SERVICE**

**January 15, 2004 at 4:00 P.M.**

**at**

**NATIONAL PARK SERVICE  
ACADIA NATIONAL PARK  
P.O. BOX 177**

**BAR HARBOR, MAINE 04609**

**FOR OVERNIGHT MAIL USE: ROUTE 233, MCFARLAND HILL**

**TELEPHONE (207) 288-8705**

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**ADDRESS QUESTIONS TO:  
LIZ WESTON, CONCESSIONS SPECIALIST  
ACADIA NATIONAL PARK  
P.O. BOX 177  
BAR HARBOR, MAINE 04609**

**UNITED STATES OF AMERICA  
DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE  
NORTHEAST REGION**

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## **SECTION 1: BUSINESS OPPORTUNITY**

### **Introduction**

This prospectus describes the existing business and the business opportunity in general terms. Potential offerors are responsible for reviewing all sections of this prospectus and, specifically, the terms and conditions of the attached contract, including its exhibits, to determine the full scope of a concessioner's responsibilities under the new contract.

The National Park Service is seeking up to two concessioners to provide tour bus services on the motor road of Acadia National Park, on Mount Desert Island, Hancock County, Maine, from May through mid-October each year. The concessioner provides the personnel and all equipment necessary to provide the services.

Tour bus operators must be able to provide buses, arrange for tours, advertise their offerings, board and off-load passengers, sell tickets, interact with customers and otherwise conduct the business of planning, beginning, and end tours at locations outside of the park boundaries. Park facilities will not be assigned to the prospective concessioners and they should not anticipate any special parking, staging, or off-load areas not currently available to any bus-type vehicles. Tours should be accompanied by narrative descriptions of the natural, cultural and scenic attractions along the tour route and such narrative descriptions must be reviewed and approved by the Superintendent. A map of Acadia National Park showing the tour bus route is provided in Exhibit B.

The new concession contract (see Operating and Maintenance Plan) requires that, by May 1, 2009, at least one-half of the Concessioner's fleet shall be of a scale appropriate for use on park roads (approximately 8 ft. wide and 30 feet long), fuel efficient, operate on clean burning fuel, and be accessible for persons with disabilities.

### **The Current Permits**

There are two existing concession permits for providing bus tour services that will expire by limitation of time on December 31, 2003. The Director, NPS, pursuant to 36 CFR Part 51, has determined that the new concession contract(s) is/are qualified concession contract(s) and, therefore, the existing concessioners are preferred offerors for the new concession contracts. (See Proposal Instructions.)

### **Basic Financial Information**

The proposal package section of this prospectus requires offerors to develop financial projections based on the business to be operated. In order to assist offerors in the development of these projections, some information regarding the business is presented below. Offerors should be cautious in the use of all operating estimates. The NPS does not provide financial predictions; therefore, offerors are responsible for producing their own pro forma financial statements and relying upon their own financial predictions.

- Operating results for the existing businesses from 1999-2002:  
Acadia National Park – Northeast Region - National Park Service

National Park Tours and Transport, Inc.

	<u>2002</u>	<u>2001</u>	<u>2000</u>	<u>1999</u>
Gross Receipts	\$140,202	\$104,430	\$ 86,000	\$ 71,208
Percentage Fee (2.6%)	\$ 3,645	\$ 2,670	\$ 2,238	\$ 1,843

Oli's Trolley

	<u>2002</u>	<u>2001</u>	<u>2000</u>	<u>1999</u>
Gross Receipts	\$184,790	\$175,920	\$147,581	\$109,148
Percentage Fee (2.6%)	\$ 4,805	\$ 4,574	\$ 3,837	\$ 2,838

- The current rate schedule is included in Appendix A.
- The customer counts for the last two seasons are as follows:

National Park Tours and Transport, Inc.

	<u>2001</u>	<u>2002</u>
May	270	389
June	1139	1304
July	1670	2211
August	1871	2143
September	1468	2147
October	1087	2108

Oli's Trolley

	<u>2001</u>	<u>2002</u>
May	351	528
June	1436	1264
July	1827	2044
August	1878	1910
September	1841	1813
October	1415	1553

**Franchise Fee**

The minimum franchise fee for the new contract is three percent (3%) of annual gross receipts. Lower offers will make your proposal non-responsive. Higher offers may be proposed in the Proposal Package.

**Park Entrance Fee**

The park entrance fees are payable at the park's motor road entrance station. Methods of collection of required per-person single entrance fee amounts shall be agreed to by the bus tour

operator and the park fee program supervisor prior to the beginning of each visitor season.

### **Term and Effective Date of New Contract**

The new contract will be for a term of ten (10) years from the effective date of the new concession contract.

### **Utilities**

There are no utilities provided by the National Park Service.

### **Site Visit**

Potential offerors are strongly advised to visit the area to become familiar with physical conditions and limitations involved and the details of operating the services. Those planning to visit the area should contact the Liz Weston, Concessions Specialist at 207-288-8705 in advance to make appropriate arrangements.

### **Law, Regulation, Policy and Park Information**

NPS Concessions Law, Regulation, Policy and information about Acadia National Park can all be accessed via the internet at the following websites. Hardcopies of the law, regulations and policy will be mailed on request. Contact the person listed on the cover of the prospectus with your request.

<b>Document or Information</b>	<b>Website</b>
Concessions Management Improvement Act of 1998 (P.L. 105-391)	<a href="http://www.access.gpo.gov/su_docs/index.html">http://www.access.gpo.gov/su_docs/index.html</a>
NPS Concession Management Regulations – 36 CFR Part 51	<a href="http://www.access.gpo.gov/su_docs/index.html">http://www.access.gpo.gov/su_docs/index.html</a>
NPS Management Policies, Chapter 10 – Commercial Visitor Services	<a href="http://www.nps.gov/policy/mp/policies.pdf">http://www.nps.gov/policy/mp/policies.pdf</a>
Acadia National Park Website	<a href="http://www.nps.gov/acad">http://www.nps.gov/acad</a>
The National Park Service ParkNet	<a href="http://www.nps.gov/">http://www.nps.gov/</a>

## **SECTION 2. ACADIA NATIONAL PARK AND ITS MISSION**

### **DESCRIPTION OF PARK**

#### **Park Location**

Acadia National Park is on the Maine coast in the northeastern United States, where the highest mountains on the east coast meet the Atlantic Ocean. The National Park Service manages approximately 35,000 acres, most of which is on Mount Desert Island (approximately 50% of the island land mass). The National Park Service also manages a portion of Schoodic Peninsula on the mainland to the east of Mount Desert Island and Isle au Haut, an island 15 miles southwest of Mount Desert Island.

Mount Desert Island is reached by automobile on Maine Route 3. A 20-mile loop road connects Mount Desert Island's lakes, mountains, and seashore. At stops along the Park Loop Road, you may view glacier-carved valleys and lakes, the rocky shoreline, and magnificent forests.

#### **Legislated Purpose and Significance of Park**

Acadia National Park was established to preserve the natural beauty of a part of Maine's rocky coast, coastal mountains and offshore islands. The Acadia National Park/Mount Desert Island area is one of the most intensely used recreation regions in the State of Maine. Although the park has a national constituency, most visitors come from the New England, Mid-Atlantic, Midwest and Southeastern states, as well as from Canada.

Most visitors arrive and tour the area by private automobile. Average length of stay by overnight visitors has been estimated at four days. Surrounding communities include Northeast Harbor and Seal Harbor, both of which boast of well-known families among summer residents, and Bar Harbor, which is the center of overnight accommodations and other tourist services.

The pleasantly cool summers of coastal Maine enhance the popularity of the region. Temperatures are sufficiently comfortable to permit enjoyable camping and outdoor activities from June through September, with some overlap into May and October.

Acadia National Park has 44 miles of carriage roads that were constructed by John D. Rockefeller, Jr., during the period between 1913 and 1940. These roads have an average width of sixteen feet. Motor vehicles are restricted from use of the roads. During the summer, these roads are used by visitors for walking, bicycling, and horseback and carriage riding.

The Acadia National Park mission statement is based on park legislation and the 1992 *General Management Plan*. It was formally adopted in the 1997 *Strategic Management Plan*.

The National Park Service at Acadia National Park protects and conserves outstanding scenic, natural, and cultural resources for present and future generations. These resources include a glaciated coastal and island landscape, biological diversity, clean air and water, and a rich cultural heritage. Acadia National Park also offers opportunities for high-quality nonconsumptive recreation, education, and scientific research.

Acadia National Park has three main purposes. One is to protect and conserve the land and water resources, the scenery, the natural and historic objects, the wildlife, and the wild character associated with

the lands within the legislated park boundary. Another is to promote and regulate the use of the park for the benefit and enjoyment of the public in such manner and by such means as will leave the park resources unimpaired for the enjoyment of future generations. Finally, the National Park Service is directed to protect and preserve the scenic, ecological, historic, archeological, and cultural resources of the Acadian archipelago and to limit development of the islands and preserve their natural qualities and traditional resource-based land uses.

A rich combination of cultural and natural features and exceptional scientific, educational, and recreational opportunities contribute to the character and significance of Acadia National Park, the first national park east of the Mississippi and the only congressionally designated national park in New England.

When this area was set aside as a national monument by President Woodrow Wilson, he cited the historic interest associated with Champlain's 1604 landing on Mount Desert Island. He also cited the great scientific interest of the island's topography, geology, wildlife and vegetation. Acadia National Park does have a variety of significant resources, including its remarkable landscape, air and water quality, biological diversity, cultural heritage, historic properties, collections of artifacts, and outdoor educational and recreational opportunities.

Acadia's coastal and island landscape is unequalled along the Atlantic shore of the United States. Mountains, lakes, and wooded valleys add character to the land. Somes Sound, the inlet bisecting Mount Desert Island, is the only fjord on the east coast of the United States. The park's islands provide nesting sites and critical habitat for a great diversity of both animals and plants, including species of global, national, state, and local significance.

The cultural heritage of the park is equally significant and includes resources related to Native Americans, French and British settlers, and the wealthy Americans of the late 1800s and early 1900s who established summer colonies, founded the park, and contributed to the creation and development of the conservation movement. Over the years, island residents have left a distinctive cultural polish on the landscape. The surviving historic structures and designed landscapes (such as those of the park's carriage road system and the Park Loop Road landscape) have become significant because of their history, durability, and uniqueness, and they commemorate the vision that guided those who designed and built them.

Acadia National Park also offers significant scientific research value. There is an extraordinary multi disciplinary database at the park that can serve as the scientific foundation for ecosystem research and monitoring programs. The park provides a variety of opportunities to conduct research and to monitor resources. There is an extensive scientific bibliography dating back to the late 19th century, a rapidly expanding geographic information system, ongoing air, water, wildlife and vegetation monitoring, and a professional staff and infrastructure.

Acadia offers excellent opportunities for educating close to three million annual visitors about the park's significant and varied resources. Access to the array of sites with scenic, scientific, natural, and historic interest is provided by a network of carefully designed hiking trails, carriage roads, and scenic drives. Visitors participate in numerous recreational activities such as camping, hiking, horseback and carriage riding, bicycling, kayaking, canoeing, and sightseeing. People of all ages are attracted to a broad spectrum of interpretive activities, including guided walks, amphitheater presentations, environmental education programs, and outreach activities.

## **Compliance with Federal, State, and Local Laws and Park Jurisdiction**

While Acadia National Park is operated by the Federal Government, its concessioners are subject to state and local laws and ordinances in the same manner as if they operated outside of the Federal holding. The National Park staff includes law enforcement personnel who enforce Federal and State law within park boundaries. Local law enforcement authorities can and do enforce State law and local ordinances and codes as appropriate to their area of authority. State authorities will enforce State law. Business permits normally required must be secured and taxes normally payable must be paid.

Public health codes are prescribed by the United States Public Health Service (USPHS), and inspections will be conducted in accordance with model codes they have issued. The USPHS will inspect and supervise the operation of the park's water supply and sewage disposal systems. They will also inspect food service operations.

## **Park Resource Management Issues**

Solid waste disposal is a major environmental issue. As a federal conservation agency, as well as a concerned and responsible member of the community, the National Park Service supports efforts of concessioners to reduce the generation of nonbiodegradable solid waste and find alternatives to nonbiodegradable packaging materials.

Methods of control of vermin, pests and weeds must follow principles of integrated pest management and be approved in advance by the National Park Service before execution.

## **Park Interpretive Themes and Goals**

The *Comprehensive Interpretive Plan* recently developed for Acadia National Park describes the desired visitor experience and interpretive themes for the park. Interpretive themes are directly tied to providing a quality visitor experience. All activities in the park, including those that are commercial in nature, should support these themes. The *Comprehensive Interpretive Plan* establishes the following themes:

- Acadia National Park fulfills emotional and spiritual needs for renewal and invokes attitudes of a reverence and stewardship in the tradition of 19th century park visionaries at Acadia and elsewhere.
- The wildlife and vegetation of Acadia National Park and surrounding waters comprise a rich mix of temperate, neotropical, and boreal species significant for their biodiversity.
- Acadia National Park preserves a variety of cultural resources that illustrate 6,000 years of human history.
- Acadia National Park preserves resources that provide abundant opportunities to increase understanding of natural systems and human effects on them.
- The landforms of Acadia National Park illustrate the dynamics of many geologic processes and provide many educational opportunities.



## **PARK PLANNING DOCUMENTS AND PLANNED IMPROVEMENTS**

### **General Management Plan (GMP)**

The park's *1992 General Management Plan* guides the overall use, development, and management of the park based on NPS laws and management policies, and consultation with the public.

The *General Management Plan* called for the implementation of a park wide transportation system that would connect with local communities, reduce the impacts of private vehicles on park resources, and relieve traffic congestion on Mt. Desert Island. The first phase of implementing the transportation system is underway; buses began operation in June, 1999. Commercial activity in the park should complement and encourage use of the new transportation system.

### **Commercial Services Plan**

The Acadia National Park *Commercial Services Plan* provides goals and strategies for the protection of park resources and enhancement of visitor experiences through the management of all commercial enterprises operating in the park including concessions and those operating under commercial use authorizations, formerly called incidental business permits.

The following general goals for managing commercial activities at Acadia National Park are based on the National Park Service Organic Act, park authorizing legislation, the *General Management Plan*, and the park mission statement. Business enterprises operating in the park can assist the National Park Service in its mission by protecting park resources, providing visitors with high quality and safe park experiences, and educating the public about the values and purposes for which the park was established.

The goals that follow are specific to commercial activities at Acadia National Park and are listed according to issues identified throughout the planning process.

### **Types of Commercial Activities**

- Only commercial activities deemed appropriate to the park's mission, as determined by a logical process based on NPS policy, laws and regulations, available information, public input, and professional management experience, will be allowed.
- Commercial activities in the park will provide goods and services that support and enhance public safety, enjoyment, and appreciation of the park.

### **Levels of Commercial Use**

Commercial activity in Acadia National Park will be managed at levels that:

- prevent adverse effects on natural, cultural, and aesthetic resources
- facilitate high quality visitor experiences and reduce or prevent crowding, congestion, and conflicts between visitors
- balance commercial uses with noncommercial uses
- can be supported using available National Park Service facilities such as parking areas,

restrooms, buildings, and roads

### **Management of Commercial Activities**

- Individuals or businesses that wish to engage in commercial activities in the park will have ready access to clear and concise instructions about how to apply for permits and will understand the criteria used to evaluate applications.
- Applications for commercial activities in the park will be reviewed in a fair, consistent, and timely manner using criteria that have been reviewed by the public.
- All commercial activities in the park will operate under permit and according to the terms and conditions of their permits or contracts; all applicable federal and state laws and National Park Service policies will be followed. The National Park Service will use the most appropriate type of authorization to manage commercial activities in the park.
- The park will allocate sufficient staff and funding to manage commercial services in a legal, efficient, and cost-effective manner.
- Park facilities used commercially will be improved as directed by the *General Management Plan*, i.e. at the Jordan Pond House and Wildwood Stables.
- Commercial activities will be managed to ensure the sustainability of park facilities and resources.
- Commercial activities will be managed to minimize adverse effects on park neighbors.
- Commercial activities in the park will be self-supporting in terms of the cost to the government to manage the activities.
- Commercial activities in the park should complement and encourage use of the new transportation system.

### **Statement for Management and Strategic Management Plan**

A 1995 *Statement for Management* assisted park managers in determining needed planning efforts to meet the park's stated objectives. A 1997 *Strategic Management Plan* provided a framework for addressing future plans. The following are specific management prescriptions that affect commercial services:

- visitor service management to mitigate resource impacts, retain opportunities for low-density recreation, and encourage public transportation
- implement a park wide visitor management strategy that includes monitoring of visitor impacts
- reduce conflicts between user groups
- improve visitor access, orientation, and information
- evaluate and improve concession services

## **PARK MANAGEMENT OBJECTIVES FOR CONCESSION SERVICES**

The need for commercial visitor services in Acadia National Park is based on objectives for visitor use described in law, planning documents that exist for the park, and the judgment of management considering the way the park is currently used and the present objectives of the National Park Service. The National Park Service has determined that the services that are called for in this Prospectus are necessary and appropriate to the purposes of Acadia National Park. The present objective of the National Park Service is to provide for high quality national park experiences.

As further stated in the *Commercial Services Plan*:

"Up to two concessioners will offer bus tours to provide an opportunity for visitors to experience the park in a safe and leisurely manner without the distractions of driving, while receiving a high quality interpretation and orientation of Acadia National Park focused on the park's mission and resources."

A goal for the concession-operated bus tours is to require fuel-efficient vehicles that will reduce air and noise pollution in the park, will be able to negotiate tight turns on park roads, take up less parking spaces, and by discharging fewer visitors at a time, will reduce crowding and congestion of park facilities.

## SECTION 3: PROPOSAL INSTRUCTIONS

**Note to Offeror.** The following instructions refer to the person or entity that is submitting a proposal as the “offeror”. When the word “you,” or “your” is used in an instruction, the instruction is referring to the offeror.

### 1) **36 CFR Part 51**

This prospectus is issued under 36 Code of Federal Regulations Part 51. If any part of this Prospectus is inconsistent with 36 CFR Part 51, 36 CFR Part 51 will control.

### 2) **Proposal Submission Date**

Proposals must be received by NPS by the due date and time and at the address shown on the front page of this Prospectus. If you intend to mail a proposal you should do so early enough to ensure receipt by NPS by the due date. You also may deliver your proposal to NPS at this address by the time and date shown on the front page of this prospectus. If a proposal is not received by the due date, it will not be considered by NPS.

### 3) **Document Delivery Service**

Document delivery services, including overnight delivery, to some areas may not provide true overnight delivery. You are encouraged to insure the timely submittal of your proposal by contacting the delivery service of your choice regarding delivery availability for the specific location specified on the front page of this prospectus.

### 4) **Proposal Form**

A proposal in general must follow the format provided in the Proposal Package.

### 5) **Proposal Submission Requirements**

**A) Numbering.** Each page and section of a proposal should be numbered.

**B) Copies.** 4 (four) hard copies of a proposal in the format outlined in the Proposal Package should be submitted.

**C) Label.** The copies should be contained in a sealed envelope with the following marked on the envelope:

“CONCESSION PROPOSAL, MAILROOM DO NOT OPEN”

The due date specified in the Prospectus for receipt of the proposal by NPS.

The name and address of the Offeror.

### 6) **Public Availability of Proposals**

**A) Confidential Information.**

If you believe that a proposal contains trade secrets or confidential commercial and financial information that you do not want to be made public, please include the following sentence on the cover page of each copy of the proposal:

*“This proposal contains trade secrets and/or confidential commercial and financial information that the Offeror believes to be exempt from disclosure under the Freedom of Information Act. The Offeror requests that this information not be disclosed to the public, except as may be required by law.”*

In addition, you must specifically identify what you consider to be trade secret information or confidential commercial and financial information on the page of the proposal on which it appears, and you must include the following sentence on each such page:

*“This page contains trade secrets or confidential commercial and financial information that the Offeror believes to be exempt from disclosure under the Freedom of Information Act, and which is subject to the non-disclosure statement on the cover page of this proposal.”*

**B) Public Release.**

Information so identified will not be made public by NPS except in accordance with law.

**7) Questions**

If you do not understand something in this prospectus, you must submit your questions in writing to the contact person identified on the cover of the Prospectus, no later than 30 days in advance of the proposal due date. NPS will respond to your question in writing, and will provide the question and response to all other persons who requested a Prospectus. Questions submitted after this date may not be answered. Because NPS must provide equal information to all potential offerors, there must be sufficient time allowed to inform all interested parties of any questions and answers.

**8) Evaluation of Proposals**

**A) NPS Review.**

In order to select the best proposal, NPS will review each proposal received by the due date under the selection factors stated in this prospectus.

**B) Merits of the Proposal.**

For each selection factor, NPS will assign a score that reflects the merits of the proposal under that selection factor in comparison to the other proposals received. The selection factors and range of possible scores are stated in the Proposal Package.

**9) Selecting the Best Proposal**

NPS will select the proposal with the highest total point score as the best proposal, unless this contract is subject to a right of preference if applicable (see next paragraph). If two or more proposals receive the same highest point score, then NPS will select as the best proposal (from among the proposals with the same highest point score) the proposal that NPS determines will, on an overall basis, best achieve the purposes of 36 CFR Part 51.

**10) Right of Preference**

**A) What is a Right of Preference?**

A right of preference is a legal right that in some circumstances permits an existing satisfactory concessioner to match the terms of the best proposal received in response to a concession prospectus if the existing concessioner submits a responsive proposal but does not submit the best proposal.

**B) What happens if there is a Right of Preference?**

If there is a right of preference and the proposal submitted by the existing concessioner is not selected as the best proposal, NPS will advise the existing concessioner of the better terms and conditions of the best proposal that the existing concessioner must match. If the existing concessioner does so (by amendment of its proposal) within the time allowed, it will be selected for award of the concession contract. If it does not, then the offeror that submitted the best proposal will be selected for award of the contract.

**C) Is there a Right of Preference Applicable to this Concession Contract?**

Yes. NPS has determined that the existing concessioners have a right of preference to the draft concession contract as the anticipated annual gross receipts of the draft contract are less than \$500,000 and the existing concessioners otherwise meet the requirements for a right of preference.

The preferred offerors are:

National Park Tours and Transport, Inc., P.O. Box 52, Bar Harbor, ME 04609 and Oli's Trolley, P.O. Box 794, Bar Harbor, ME 04609.

**11) Only “Responsive” Proposals will be Considered by NPS**

**A) What is a Responsive Proposal?**

A responsive proposal within the meaning of this prospectus is a proposal submitted by the due date that is determined by NPS as agreeing to all of the minimum requirements of the draft concession contract and prospectus and as having provided the information required by the prospectus.

**B) What is a “non-responsive proposal”?**

A “non-responsive proposal” is a proposal that is not submitted on time, or, does not agree to all of the minimum requirements of the proposed concession contract and prospectus, or, does not provide the information required by the prospectus.

**C) What happens if a proposal is determined to be non-responsive?**

A non-responsive proposal will not be considered by NPS.

**D) Does an existing concessioner with a right of preference have to submit a responsive proposal?**

Yes. Just like all other offerors, an existing concessioner with a right of preference must submit a responsive proposal in order to be considered for award of a concession contract.

**12) Congressional Review Period**

Concession contracts issued for a term of more than ten years or where the annual gross receipts are anticipated to exceed \$5,000,000 are required by law to be submitted to the Congress for sixty days before they may be awarded. The new concession contract will not be submitted to the Congress because the term is not more than ten years and the anticipated gross receipts are less than \$5,000,000.

### **13) Important Conditions and Cautions Regarding Submission and Evaluation of Proposals**

#### **A) Written Information Only.**

All information regarding this prospectus will be issued in writing. No NPS or other government official is authorized to make substantive oral representations relating to this prospectus, and no one may rely on any oral representations made by government officials with respect to this prospectus.

#### **B) Entire Proposal.**

Your proposal should address all of the selection factors and any related subfactors. Proposals should respond to all questions and provide all requested information. If a question or requested information is not applicable to a proposal, the proposal should state this in response to the question or request for information. The NPS will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.

#### **C) Incorrect Information.**

If you consider that a statement or information in the Prospectus is incorrect, you must submit comments to NPS in writing no later than thirty days prior to the due date for proposals. Comments should be sent to the office named on the cover of this prospectus for the receipt of proposals.

#### **D) Thorough Review.**

The information contained in this Prospectus is provided to allow persons the ability to understand the terms and conditions of the draft concession contract. You are encouraged to thoroughly review the entire prospectus to identify all required information and documents that must be submitted as part of a proposal before beginning to prepare a proposal.

#### **E) Expanded Facilities or Services.**

Unless this prospectus expressly requests otherwise, offers to expand the scope of facilities, equipment, and/or services to be provided beyond those called for in this Prospectus will not be considered by NPS in the evaluation of proposals.

#### **F) Additional Benefits to the Government.**

A proposal to provide direct or indirect financial or other benefits to the park area or government that are not within the scope or requirements of the prospectus will not be considered in the evaluation of proposals.

#### **G) Financial Feasibility.**

All financial commitments made in your proposal will be closely reviewed and analyzed against your financial statements and supporting documents to determine the feasibility of your proposal.

**H) Complete Offer.**

Your proposal must reflect the complete offer that you intend to make. NPS will consider written proposals as the full and final offer in response to the prospectus, and intends to make its selection on the written information provided in proposals. Proposals should be prepared on the assumption that NPS knows nothing about you or your proposal. Proposals should also be prepared on the assumption that NPS does not have any documents previously provided by you to NPS. This is true even if you are the existing concessioner or operate another NPS concession within the park area or elsewhere. Proposals may not reference information or documents previously provided to NPS. Copies of any information or documents that you wish to be considered must be submitted as part of a proposal.

**I) Amendment or Cancellation of this Prospectus.**

This Prospectus sets forth the terms and conditions under which the concession operation is to be conducted. NPS may amend this Prospectus and/or extend the submission date (prior to the proposal due date). NPS may cancel a solicitation at any time before the award of the draft concession contract if NPS determines in its discretion that this action is appropriate in the public interest. No person obtains legal rights as a result of an amended, extended, canceled or reissued solicitation for this concession contract.

**J) Additional Information.**

NPS may request from any person who submitted a timely proposal a written clarification of its proposal. Clarification refers to making clear any ambiguities that may have been contained in a proposal, but does not include amendment or supplementation of a proposal. You may not amend or supplement your proposal after the submission date unless requested by NPS to do so, and, unless NPS provides all offerors that submitted proposals a similar opportunity to amend or supplement their proposals.

**K) Execution of the New Contract.**

The offeror selected for award of the concession contract must execute the concession contract promptly after selection within the time established by NPS. If the selected offeror fails to execute the concession contract within the time period specified by NPS, the Director will select another proposal for award of the concession contract, or will cancel the solicitation and may resolicit the draft concession contract.

**L) Additional Terms and Conditions.**

NPS may include as terms of the final concession contract appropriate elements of the proposal selected for award of the concession contract. Do not make proposal commitments that you are not prepared to fulfill.

**M) Independent Assessment.**

You are responsible for undertaking an independent assessment of this business opportunity. All of the statements made in this prospectus regarding the nature of the business and its likely future are only opinions of NPS. You may not rely on any representations of NPS in this regard.



**14) Offeror's Transmittal Letter and Accompanying Proposal.**

The proposal you are to submit consists of two parts, an Offeror's Transmittal Letter and accompanying proposal. The formats for these documents are contained in Section 3 of this prospectus.

The Offeror's Transmittal Letter states your acceptance of the terms and conditions of the concession opportunity as set forth in this prospectus. It states that you will comply with the required elements of the contract and related terms of the prospectus. The letter must bear original signatures and be included in your proposal. If submitted by a corporation or other business entity, persons authorized to enter into contracts on behalf of the entity must sign it. The proposal that accompanies the Offeror's Transmittal Letter is in two parts, A and B.

**15) Who Must Sign the Offeror's Transmittal Letter?**

The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the draft concession contract as the Concessioner. If the entity that is to be the Concessioner is not formally in existence as of the time of submission of a proposal, a proposal must demonstrate that the individuals or organizations that intend to establish the entity that will become the Concessioner have the ability and are legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the contract in accordance with the terms of the offeror's proposal. In addition, the Offeror must unconditionally state and guarantee in its proposal that the Offeror will provide the Concessioner with all funding, management and/or other resources that the proposal offers.

**Please turn to Section 4 to prepare a transmittal letter and proposal.**

## SECTION 4: PROPOSAL PACKAGE

**Note to Offeror.** The following documents refer to the person or entity that is submitting a proposal as the “offeror”. When the word “you,” “your,” “we” or “our” is used in an instruction or in a proposal, the instruction or proposal is referring to the offeror.

### OFFEROR’S TRANSMITTAL LETTER

Sheridan Steele, Superintendent  
Acadia National Park  
P.O. Box 177  
Bar Harbor, ME 04609

Dear Mr. Steele:

We hereby agree to provide visitor services at Acadia National Park in accordance with the terms and conditions specified in the draft Concession Contract provided in the Prospectus issued by the public notice in the “Federal Business Opportunities” at [www.fedbizopps.gov](http://www.fedbizopps.gov) on October 29, 2003 and solicitation number ACADBustour-03 and to execute the draft Concession Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus).

We are enclosing the required "PROPOSAL" which, by this reference, is made a part hereof.

We certify that the information furnished herewith is true to the best of its knowledge and belief. We agree to meet all the minimum requirements of the draft concession contract, and the Prospectus, and that we have provided all of the mandatory information specified in the Prospectus.

We certify the following in accordance with 43 CFR Part 12 regarding debarment, suspension, ineligibility and voluntary exclusion:

- None of the individuals or entities seeking participation in this Concession Contract are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.
- Within the three years preceding submission of the Proposal, none of the individuals or entities seeking participation in this Concession Contract have been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.

- None of the individuals or entities seeking participation in this Concession Contract are presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any offense.
- The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

We certify that the information contained in our proposal is true to the best of its knowledge and believe and that we have provided all of the mandatory information specified in the prospectus.

Our proposal is two parts. We agree to the minimum requirements of the draft concession contract as set forth in Part A of our proposal and agree to accept, as part of the final contract any commitments made by us in Part B of our proposal that may be included as terms of the final contract.

We also agree that by submitting this Proposal, we will, if selected for award of the new concession contract:

1. Agree to the minimum requirements of the Prospectus as identified in Part A of this Proposal Package.
2. Complete the execution of the final Concession Contract within thirty working days after it is presented by the National Park Service.
3. Commence operations under the new concession contract on the effective date of the new concession contract.
4. Operate under the current, Service-approved rates to visitors until such time as the Service may approve amended rates.
5. Provide the entity that is to be the Concessioner under the draft concession contract with the funding, management and other resources described in our proposal.

BY \_\_\_\_\_ DATE \_\_\_\_\_  
(Type or Print Name)

ORIGINAL SIGNATURE \_\_\_\_\_

TITLE \_\_\_\_\_

ADDRESS \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## **CERTIFICATE OF CORPORATE OFFEROR**

***Note to Offerors:** If not a corporation, skip this certificate*

I, \_\_\_\_\_, certify that I am the \_\_\_\_\_ of the corporation named as Offeror herein; that, who signed this proposal on behalf of the Offeror, was then of said corporation; that said proposal was duly signed for and in behalf of the corporation by authority of its governing body within the scope of its corporate powers.

BY: \_\_\_\_\_ DATE \_\_\_\_\_  
(Type or print name and date)

\_\_\_\_\_  
Original Signature

TITLE \_\_\_\_\_

ADDRESS \_\_\_\_\_

\_\_\_\_\_

## **PROPOSAL**

### **PART A:**

#### **Agreement to the Minimum Terms and Conditions**

- 1) All Terms and Conditions.** We agree to comply with all terms and conditions of the draft and final concession contract and related prospectus, including compliance with all applicable laws under the terms and conditions specified in the draft concession contract.
- 2) Approved rates.** If applicable, we agree to operate at the currently approved rates for this concession operation during the term of the concession contract until such time as a new rate schedule is approved by NPS.
- 3) Operating and Maintenance Plan.** We agree to the terms of the Operating and Maintenance Plan included as an exhibit to the draft concession contract.
- 4) Equal Employment Opportunity.** We agree to implement an equal opportunity program and comply with the terms of the Equal Employment Opportunity and handicapped access requirements of the concession contract.
- 5) Insurance.** We agree to meet the public liability insurance requirements of the concession contract and to provide liability insurance of at least the types and levels of coverage described in the concession contract.
- 6) Franchise Fee.** We agree to pay at least the minimum franchise fee for the final concession contract stated in the prospectus. Any higher fee that we offer is stated under Principal Selection Factor 5 below.

**PART B**  
**Response to the Requested Information**

**PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK AREA.**

**(Scoring: 0-5)**

***Note to Offeror:** This selection factor is concerned with environmental objectives that relate specifically to the protection of the particular resources of the park area. Environmental objectives for improvement of the natural environment in general (waste reduction, fuel efficiency, recycling, etc.) are addressed under secondary selection factor 1. Please avoid overlap between your response here and your response to secondary selection factor 1.*

**Subfactor 1. The Natural and Cultural Environment.**

The National Park Service is committed to the conservation, protection and preservation of the natural and cultural resources of Acadia National Park.

Please describe how you will conduct your operations in a manner that will minimize its impacts on the environment of the park area.

For example: Discuss your emergency procedures in response to a hazardous material discharge. How do you propose to reduce emissions from vehicles that affect air quality? Discuss the qualifications of key personnel responsible for oversight of your operations that may have environmental impacts on the park.

**PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES.**

**Scoring: 0-5**

The NPS objectives for necessary and appropriate visitor services at reasonable rates are as follows:

- (a) To provide visitor services in as safe a manner as possible.
- (b) To provide visitors a quality experience and an appreciation of the resource values of the park area.
- (c) To ensure that visitor services rates are reasonable.

**Subfactor 1. Visitor Safety**

- (a) Describe what policies and procedures you will implement to assure the safety of your employees and customers.
- (b) Describe the first aid and other safety training that will be provided to employees.
- (c) Describe your preventative maintenance plan for the buses.

**Subfactor 2. Quality of the Visitor's Experience**

- (a) Please describe what steps you will take to help your customers understand and appreciate the resources of the park area. Please describe any interpretive information or resource education programs you will provide visitors, any employee training you will conduct with respect to furthering employee knowledge of the park area, and similar actions.
- (b) State the number of persons and their skills that you will employ in your overall business. Describe the responsibilities of the employees that will manage the operation.
- (c) Describe the efforts you will undertake to hire and retain qualified employees within your organization.

**Subfactor 3. Reasonable Rates**

- (a) Please state whether or not you believe that you can provide the visitor services as described in the draft contract and in your proposal in a quality manner under the previously approved initial rates in Appendix A.

***Note to Offeror:** The rates you propose must also be reflected in your financial projections submitted in response to Principal Selection Factor 4. Please note that any proposed rate schedule is not binding on NPS. All rates to be charged the public are subject to NPS approval in accordance with NPS rate approval guidelines.*

**PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR, INCLUDING THE PAST PERFORMANCE AND EXPERTISE OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT.**

**Scoring: 0-5**

***Note to Offeror:** In the event that you (the offeror that signed the Offeror's Transmittal Letter) are not the legal entity that is to be the concessioner under the final concession contract, please explain your relationship to the proposed concessioner and provide the information described below with respect to both you and the proposed concessioner as applicable.*

**Subfactor 1. Who is the Offeror?**

- (a) For information purposes, please state your legal make-up (individually-owned, partnership, joint venture, corporation, limited-liability company, etc.).
- (b) For information purposes, please state your relationship, if any, to any superior and/or subordinate organizations. For example, state whether you are a subsidiary of another company or operate independently.
- (c) If applicable, please identify all related organizations, contractors, or subcontractors that will have a significant role in managing or carrying out the services you will provide. Describe in detail how these relationships will work.

***Note to Offeror:** Please use the Business Organization and Credit form contained in the Proposal Package Forms Section of the prospectus for this purpose.*

**Subfactor 2: Organization and Personnel.**

- (a) Please provide an organization chart showing key personnel positions (all management positions).
- (b) Please state the function of all identified key positions (including duties, number of people supervised, estimated hours per week performing role, etc.).
- (c) Please state the decision-making authority of on-site managers and identify the person with whom NPS will deal regarding day-to-day operations and issues.

**Subfactor 3. Experience.**

- (a) Please state how long you have been providing services similar to those that are to be provided under the contract.



- (b) Please state in detail your overall background and experience in similar operations.
- (c) Please submit resumes of key individuals that you will employ to carry out management and operations under the contract.

***Note to Offeror:*** Please use the Resume form contained in the Proposal Package Forms Section of the prospectus for this purpose.

## **PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL**

### **Scoring: 0-5**

***Note to Offeror:** In the event that you are not the legal entity that is to be the concessioner under the concession contract, please explain your relationship with the proposed concessioner and provide the information described below with respect to both you and the proposed concessioner as applicable.*

### **Subfactor 1. The Availability of Funds to Acquire and Operate the Concession.**

(a) Please estimate the amount of money that you will need to begin operating the business. Provide estimates for those items that you need to acquire in order to begin operating. Incumbents must include their estimate of the value of all property intended for use in the new contract. For cash, estimate the amount of cash that you will need to have available (after purchasing furniture, fixtures and equipment; merchandise and supplies; and “other”) in order to begin operating the business.

***Note to Offeror:** Please use the Acquisition/Investment Costs form provided in the Proposal Package Forms Section of the prospectus. All costs should be estimated where applicable.*

(b) Please state the source of these funds.

(c) Please document your ability to obtain these funds (or that you already have them). The documentation must be sufficient to convincingly demonstrate to NPS that the funds are available to you. For example, provide bank statements that demonstrate that you have the funds in hand, or, provide an appraisal of any of your assets that will be sold to obtain the funds, or, if you intend to borrow all or part of the funds, provide a commitment letter from the source of the borrowed funds.

(d) If funds are to be borrowed from an individual, or a corporation whose primary funding source is an individual, please provide documentation sufficient to demonstrate that the individual has the funds available to lend to you. For example, provide a current personal financial statement for the individual or an appraisal of the value of any assets to be sold to provide the funds, and a commitment letter, etc.

(e) If you intend to borrow the funds, please explain in detail the financial arrangements you propose to use.

### **Subfactor 2. Financial Feasibility.**

(a) Please demonstrate that your proposal is financially feasible (that you will have a reasonable opportunity to make a profit from your business while carrying out the terms and conditions of your proposal). Provide estimates of the revenues and expenses of the concession business in the

form of an annual proforma income statement for the first five years of the concession contract's term.

(b) Please incorporate the annual inflation rate and estimates of real revenue growth you anticipate.

(c) Please fully explain the assumptions on which your projections are based. Assumptions should be sufficiently detailed to determine whether the projections are realistic. Revenue estimates should be provided by department, if applicable. If the projections show significantly increased revenues and/or decreased expenses from the information provided in the prospectus, the changes should be fully explained. Only projected revenues and expenses related to the services required and authorized by the contract should be included in your projections.

***Note to Offeror:** If you are not familiar with making these types of projections, you are encouraged to consult an accountant or business advisor. Please use the Proforma Income Statement forms in the Proposal Package Forms Section of the prospectus to assist in your response to this subfactor.*

**PRINCIPAL SELECTION FACTOR 5: THE AMOUNT OF THE PROPOSED  
MINIMUM FRANCHISE FEE, IF ANY, AND/OR OTHER FORMS OF FINANCIAL  
CONSIDERATION TO THE DIRECTOR.**

**Scoring: 0-4.**

The minimum franchise fee for the draft contract is three percent (3%) of annual gross receipts.

The offer of a higher franchise fee is generally beneficial to the NPS, and, accordingly, generally will result in a higher score under this selection factor. However, consideration of revenue to the United States is subordinate to the objectives of protecting, conserving, and preserving resources of the park area and of providing necessary and appropriate visitor services to the public at reasonable rates.

Please state the franchise fee you offer as a percentage of annual gross receipts.

\_\_\_\_\_ %

**SECONDARY SELECTION FACTOR 1. THE QUALITY OF THE OFFEROR'S PROPOSAL TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS THE PROTECTION, CONSERVATION AND PRESERVATION OF PARK AREA AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING.**

**Scoring: 0-3**

***Note to Offeror:** The subfactors for this secondary selection factor focus on environmental management programs and activities that promote general environmental objectives such as waste reduction, fuel efficiency, recycling, etc. Please avoid overlap between your response here and your response to Principal Selection Factor 1.*

**Subfactor 1. Energy Conservation.**

Please describe the steps you will take to conserve energy resources (i.e., gasoline, oil, propane, etc.) in the conduct of your operations under the contract.

Describe any ways in which you can incorporate the use of alternative fuels in your park operations.

**Subfactor 2. Waste Reduction and Recycling.**

Please describe the steps you will take in preventing or decreasing the amount of waste being generated through waste prevention including recycling or purchasing environmentally preferable products in the conduct of your operations under the contract.

Please describe the recycling measures you will use in the conduct of your operations under the contract (i.e., recycling of antifreeze and motor oil).

**Subfactor 3. Fleet Replacement.**

Please address your plans to meet the requirement in the Operating and Maintenance Plan that by May 1, 2009, at least one-half of the Concessioner's fleet shall be of a scale appropriate for use on park roads (approximately 8 ft. wide by 30 ft. long), fuel efficient, operate on clean burning fuel, and be accessible to persons with disabilities. State your proposed bus replacement schedule, to include technical specifications, timing, and cost that could, if approved, best achieve this objective.

**Subfactor 5. Other Environmental Programs and Actions.**

Please describe any other environmental programs and actions you will undertake to minimize the impacts of your operations on the general environment and utilize the best available technology to protect park resources.

**There are no additional secondary selection factors.**

**PROPOSAL PACKAGE FORMS SECTION**

<b><u>Form Title</u></b>	<b><u>Related Subfactor</u></b>
<b>Business Organization and Credit Information Partnership or Sole Proprietor .....</b>	<b>PSF3-Subfactor 1</b>
<b>Business Organization and Credit Information Corporation .....</b>	<b>PSF3-Subfactor 1</b>
<b>Resume/Individual Experience and Related Background .....</b>	<b>PSF3-Subfactor 3</b>
<b>Acquisition Cost .....</b>	<b>PSF4-Subfactor 1</b>
<b>Proforma Income Statement.....</b>	<b>PSF4-Subfactor 2</b>
<b>Operating Assumptions - Proforma Income Statement.....</b>	<b>PSF4-Subfactor 2</b>

**BUSINESS ORGANIZATION AND CREDIT INFORMATION  
PARTNERSHIP OR SOLE PROPRIETOR**

<b>Name of Entity</b>	
<b>Address</b>	
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>Email Address</b>	
<b>Contact Person</b>	
<b>Title</b>	
<b>Tax ID #</b>	
<b>Form of Business:</b> <input type="checkbox"/> Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Other (please describe) _____	
<b>Years in Business</b>	

OWNERSHIP			
Names And Addresses Of Each Partner Or Sole Proprietor	Percentage of Ownership	Current Value of Business	Role in Providing Concession Services

**Credit Information**

- Has Offeror ever defaulted from or been terminated from a management or Concession Contract, or been forbidden from contracting by a public agency or private company?

☐ YES                      ☐ NO

If YES, provide full details of the circumstances.

- List any Foreclosures, Bankruptcies, Transfers in Lieu of Foreclosure and/or Work-Out/Loan Modification Transactions during the *past 10 years*. (If none, so indicate)



<b>Name of Property</b>	<b>City State</b>	<b>Property Type</b>	<b>Approximate Loan Amount</b>	<b>Lender</b>	<b>Year of Event</b>

Attach an explanation of circumstances, including resolution, bankruptcy plan, and/or other documentation as appropriate.

- 3) Describe any fines or penalties levied by government agencies during the *past 10 years*. (If none, so indicate)
- 4) Describe any pending litigation or current lawsuits which if adversely resolved would materially impact the financial position of the Offeror.
- 5) Attach:
  - i) Personal Financial Statements
  - ii) Latest Financial Statement for business for past 2 years
  - iii) Credit Reports for the entity and key principals, from a major credit reporting company such as Equifax, Experient and Dunn & Bradstreet.

**BUSINESS ORGANIZATION AND CREDIT INFORMATION  
CORPORATION**

*Complete separate form for the submitting corporation and the parent corporation (include all partners in a joint venture).*

<b>Name of Entity</b>	
<b>Address</b>	
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>Email Address</b>	
<b>Contact Person</b>	
<b>Title</b>	
<b>Tax ID#</b>	
<b>State of Incorporation</b>	
<b>Date of Incorporation</b>	

OWNERSHIP	NUMBER AND TYPE OF SHARES OR PERCENTAGE OF OWNERSHIP	CURRENT VALUE OF INVESTMENT
Names and Addresses of those with controlling interest or key principals of corporation		
<b>Total of All</b>		
<b>Total Shares Outstanding</b>		

CORPORATE OFFICERS AND BOARD OF DIRECTOR	ADDRESS	TITLE AND/OR AFFILIATION

**Credit Information**

- 1) Has Offeror ever defaulted from or been terminated from a management or Concession Contract, or been forbidden from contracting by a public agency or private company?

☐ YES                      ☐ NO

If YES, provide full details of the circumstances.

- 2) List any Foreclosures, Bankruptcies, Transfers in Lieu of Foreclosure and/or Work-Out/Loan Modification Transactions during the *past 10 years*. (If none, so indicate)

<b>Name of Property</b>	<b>City State</b>	<b>Property Type</b>	<b>Approximate Loan Amount</b>	<b>Lender</b>	<b>Year of Event</b>

Attach an explanation of circumstances, including resolution, bankruptcy plan, and/or other documentation as appropriate.

- 3) Describe any fines or penalties levied by government agencies during the past 10 years. (If none, so indicate)
- 4) Describe any pending litigation or current lawsuits (other than those covered adequately by insurance) which if adversely resolved would materially impact the financial position of the Offeror.
- 5) Attach:
- i) Personal Financial Statements of any owners or partners of the parent company, if applicable.
  - ii) Latest Financial Statement for business for past 2 years (Audited, if available)
  - iii) Credit Reports for the entity and key principals, from a major credit reporting company such as Equifax, Experient and Dunn & Bradstreet.

<p><b>RESUME</b> <b>INDIVIDUAL EXPERIENCE AND RELATED BACKGROUND</b></p>
--

**Name**

**Address**

**Telephone Number**

**Fax Number**

**Education, Degrees, Licenses, Designations, Special Skills**

**Name of Current Employer**

**Address**

**Nature of Business**

**Dates of Employment**

**Title of Position Most Recently Held**

**Description of Duties and Responsibilities (Include number of people supervised)**

**Proposed Role in Concession Service**

**Qualifications for that Role**

**Estimated Time per Week Dedicated to that Role**

ACQUISITION/INVESTMENT COSTS	
Personal Property (1)	\$ _____
Merchandise and Supplies	\$ _____
Transportation Equipment	\$ _____
Other (Describe below)	\$ _____
Working Capital	\$ _____
<b>TOTAL FUNDS NEEDED</b>	<b>\$ _____</b>

(1) Incumbents must include their estimate of the value of all property intended for use in the new contract.

**PROFORMA INCOME STATEMENT**

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Gross Receipts (1)</b>					
Bus Trip Revenue					
<b>Total Gross Receipts</b>					
Cost of Sales					
<b>Total Cost of Sales</b>					
<b>Gross Profit</b>					
<b>Direct Expenses</b>					
Salaries and Wages					
Payroll Taxes and Benefits					
Operating Supplies					
Car and Truck Expenses					
<b>Total Direct Expenses</b>					
<b>Undistributed Expenses</b>					
Administrative and General(2)					
Marketing (Advertising)					
Utilities					
Repair and Maintenance					
<b>Total Undistributed Expenses</b>					
<b>Fixed Expenses</b>					
Insurance					
NPS Franchise Fee					
Other					
<b>Total Fixed Expenses</b>					
<b>EBITDA(3)</b>					
Depreciation and Amortization					
Interest					
<b>Net Income Before Income Taxes</b>					

(1) The Gross Receipts projection must be based on the current approved rate schedule. If applicable, show gross receipts by departments (separate revenue activities).

(2) Administrative and General should include the costs of managing the business. Costs may include items such as: credit card commissions; legal and accounting fees; travel, meals and entertainment; postage and printing; professional training; and telecommunications expenses, etc.

(3) Earnings before Interest, Taxes, Depreciation and Amortization

**OPERATING ASSUMPTIONS – PROFORMA INCOME STATEMENT**

Annual Projections for the First Five Years of the Contract

**REVENUE INFLATION**

**EXPENSE INFLATION**

**Tour Bus Services**

Number of Trips  
Revenue per Trip